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Exercise BOLD KNIGHT—see page 4





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**INSCOM
COMMANDER**
Maj. Gen. Charles F. Scanlon

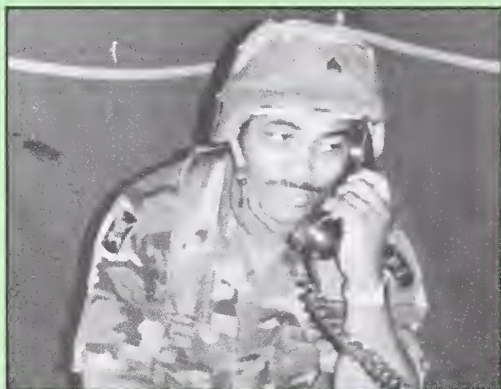
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In exercise BOLD KNIGHT, Sgt. Earle tests communications equipment. See page 4.

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Cover photo: Maj. Gen. Charles F. Scanlon, INSCOM's commander (second from left), receives an overview of the Bold Knight exercise from Col. William M. Robeson (left), commander of the 513th MI Brigade at the time of the exercise. Since the exercise, Col. Robeson has become INSCOM's new chief of staff. (U.S. Army photo)

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The perils of nicotine

By Larry W. Bryant
ARNEWS Staff Writer

Run through a litany of smoking-related diseases and you begin to wonder if there's any disorder or organ failure that can't be traced to regular use of tobacco products.

One such list, compiled recently by Col. (Doctor) Bryon C. Gwinn II of Tripler Army Medical Center in Honolulu, ought to be enough to persuade the average smoker to quit immediately—and to convince the prospective smoker to abandon the fantasy that only the other guy incurs the high human cost of addiction to nicotine.

For samplers, Gwinn's list starts out with cancer of the lungs, larynx, pharynx, esophagus, cervix, bladder, stomach, pancreas, and kidney.

Col. Gwinn further cites such conditions as chronic bronchitis, coronary artery disease, arteriosclerotic peripheral vascular disease ("smoker's leg"), and stroke.

Col. Gwinn then brings it all home with increased infant mortality, birth defects, unsuccessful pregnancy, peptic ulcer, and chronic lung disease (emphysema).

All those problems became household words when the U.S. Surgeon General cited them in his 1964 report on their linkage to cigarette smoking. Fifteen years later, he announced findings on the harmful effects—mainly oral cancer—of cigars, pipes and smokeless tobacco.

Further scientific evidence has shown that involuntary, or "passive" smoking by non-smokers exposed to the smoke of

others, leads to an increase in related diseases, particularly in the children of parents who smoke.

Gwinn laments that, despite all the fairly successful medical warnings and efforts of government officials to educate smokers, to provide incentive programs in the workplace, and to issue regulations against smoking in closed public areas, there remain some groups whose tobacco use has stayed unchanged or has increased: service members, blue-collar workers, the unemployed, children, adolescents and women.

"Those of us involved with health care in general and the care of military personnel in particular have a real challenge. How can we meet the need for more education and, ideally, methods of intervention and therapy along guidelines already in place for other addictive disorders?" Gwinn asked. One of his suggested approaches is to reward those who choose to attend cessation programs.

"Those in military medicine have access to a patient population of young persons with young families. Prevention is superior to treatment. It is sad to see a young soldier who has just finished the Army physical fitness test lighting up a cigarette," Gwinn said.

Yes, there's much work to be done in helping free America from nicotine addiction. Thanks to professionals like Gwinn, we still have some old, and now perhaps some new, "weapons" with which to wage the battle.

Smoking is not healthy— GET THE FACTS

Commander's Corner

Charles F. Scanlon
Major General
Commanding



The summer of '92 was exciting for INSCOM as nine of our major subordinate commands (MSCs) changed leadership between June and August. I was privileged to pass the flags at seven of the nine change of command ceremonies with the Deputy Commanding General, Brig. Gen. Schneider, standing in for me at Fort Meade and in Turkey.

Changes of command afford me the opportunity to reflect on the accomplishments of the unit and the professionalism of the soldiers and civilians who meet the mission challenges daily around the globe.

As I visited the MSCs this summer, I saw that INSCOM tackled our 1992 Top Ten Objectives with purpose and vigor. I witnessed how we maintained the edge in the conduct of global multidiscipline intelligence operations. I talked with trained and ready intelligence professionals in the European and Pacific theaters, and the CONUS-based commands that support global operations. I saw that INSCOM was in the forefront of the war on drugs under the umbrella of the command Counter-Drug Campaign Plan. At every stop, I saw genuine care for INSCOM people despite significant budget cuts, refinements and downsizing.

Some of the objectives we set are ongoing activities that will continue to be refined. The 513th and 500th MI Brigades both played significant roles in the initial testing and validation of the CMISE concept; Reserve individuals and components are assuming a greater role in all our activities; and the power projection force structure in all theaters is evolving in form and mission. Finally, our Non-Developmental Item Acquisition Program has paid big dividends in a number of units.

Across the board, I saw leaders, soldiers, and civilians with a clear vision of where INSCOM needs to go and an unwavering dedication to getting there. Each of our new

commanders brings a wealth of military and intelligence experience and knowledge that will contribute significantly to continuing INSCOM's forward momentum.

The 11th of June initiated turnovers in INSCOM commands beginning with the 902nd MI Group, where Col. Bob Harding took over the top position in this widely dispersed counterintelligence organization. Col. Dickson Gribble took command of the 704th MI Brigade on June 19, and on June 25 Col. Nick O'Dawe assumed command of Field Station Sinop. Col. O'Dawe faces the considerable challenge of turning over operations at Field Station Sinop to our Turkish allies. The 7th of July put Col. Rod Isler in command of the 501st MI Brigade in Korea. Two days later on July 9, Col. Austin Kennedy took charge of the 500th MI Brigade in Camp Zama, Japan. On July 17, I passed the colors of the Intelligence Threat and Analysis Center to Col. Ray Yount, and on July 28, Col. Terry Ford assumed command of the European Theater 66th MI Brigade. On July 29, the mantle of command was once again passed, this time at USARI as Col. Mike Crutcher assumed leadership of this prestigious Foreign Area Officer training institution. The summer changes of command concluded with the assumption of command of the 513th MI Power Projection Brigade by Col. Bob Noonan.

To all the new MSC commanders who joined us this past summer, INSCOM says welcome. You follow in the footsteps of extraordinary professionals, but you were selected because you, too, are extraordinary. While much has been achieved, many challenges are on our plate. The soldiers and civilians who comprise the INSCOM MI brigades are the Army's finest; I know what they are capable of, and I know that together you will continue to set the standard for MI.

Mission First, People Always.

Preparing soldiers for leadership

Raymond McKnight
Command Sergeant Major
INSCOM

As leaders and soldiers, our primary concern is accomplishing the mission. This simple statement does not describe the ingredients for success. As leaders, we have a commitment to ensure tomorrow's leaders are prepared and trained to fulfill their responsibilities.

I am alarmed at the recent number of soldiers unable to meet the standards of our Noncommissioned Officer Education System (NCOES) schools. This command's leadership must be concerned with the number of soldiers reporting to NCOES schools not meeting Department of the Army requirements.

This problem exists from the highest to the lowest levels of NCOES. In recent classes, over 60 master sergeants and sergeants major failed their diagnostic APFTs while attending the Sergeants Major Course. Within the last 12 months, one percent of INSCOM's noncommissioned officers attending BNCOC failed due to inability to meet physical fitness standards. Two percent failed because they could not meet the body fat standards IAW AR 600-9. PLDC continues to disenroll soldiers for reasons ranging from inability to read a map to lack of reading comprehension leading to academic failure.

Leaders must incorporate preparation for NCOES into the regular counseling and development of their soldiers. We must act and provide necessary training to ensure our soldiers are prepared BEFORE they become eligible to attend. Our responsibility does not end there. Leaders must provide the sustainment training needed to keep our soldiers competent and confident.

Leaders must also be conscious of the financial cost of sending soldiers to NCOES schools. As an example, if a soldier traveled from Augsburg, Germany to Fort Huachuca, Arizona to attend NCOES, the cost to the government for round trip plane fare and per diem is over \$1200.00. That is a \$1200.00 misappropriation of training funds if that soldier fails NCOES. Sending soldiers to NCOES to determine they do not meet standards is costly in more ways than one.

The consequences of soldiers failing NCOES schools is more than a waste of training funds. Soldiers are subject to failure due to the leadership's inability or unwillingness to



prepare them. In doing so, leaders fail themselves professionally and personally.

We must not forget the impact the departure of a soldier has on a unit. Releasing a soldier to attend an NCOES school means the losing unit must pull together and overcome the loss in technical and tactical experience. Soldiers must work harder to ensure the mission is accomplished so their comrades can attend NCOES training. Leaders who prepare their soldiers for attendance ensure the sacrifices of their comrades are not in vain.

Part of preparing our soldiers for future military leadership positions is instilling a sense of discipline. They must recognize their responsibility to do everything within their capabilities to prepare and meet the standards. Soldiers know when they are at fault and what weaknesses they must strengthen. Discipline will help them cope with the challenge of self-improvement.

While there are various reasons for failure, the noncommissioned officer is the key to success. AS LEADERS, WE MUST REVIEW THE NCOES SELECTION PROCESS AT THE UNIT LEVEL AND ENSURE WE SELECT ONLY THE BEST. SOLDIERS WHO DO NOT MEET THE STANDARDS SHOULD NOT ATTEND. We must ensure our soldier's reading comprehension is at a level which allows them to understand the instruction. We must ensure they can pass the APFT and are within body fat standards. Leaders must provide their soldiers with the guidance and assistance they need to prepare for the future challenges of the Army.

This responsibility is more than a commitment shared between soldiers. It is a commitment to excellence which honors the NCO Corps. Preparing soldiers for leadership prepares the Army for success.

The 513th MI Brigade's **BOLD KNIGHT** Exercise

By SSgt. Edith Davis
513th MI Brigade

It was dawn. As the trucks rolled out, the soldiers breathed a sigh of relief. They crossed 100-foot-high bridges and weathered thunderstorms when the rain dumped directly from the devil's bucket.

The convoy lasted ten grueling hours. The final destination of the 513th Military Intelligence Brigade—Camp Wilcox and Camp Cooke, Fort A.P. Hill, Va., where some 1500 soldiers participated in exercise Bold Knight 92-2.

The exercise, which proved to be a first for many reasons, tested the capabilities of the entire brigade.

The Tactical Simulation (TACSIM) Unit, a group out of Fort Leavenworth, Ks., formed a wartime scenario for the echelon above corps brigade for the first time.

"This is the most aggressive exercise the 513th MI Brigade has ever undertaken," said Col. William M. Robeson, brigade commander. "In order to accomplish realistic intelligence interoperability and stress all the automated systems, we chose TACSIM as the intel driver for the exercise. This first time, echelon above corps use of TACSIM proved to be an overwhelming success. The system realistically drove all intelligence processors just as they would be challenged in a combat environment."

The brigade's environment also consisted of several different environments. Elements were located at Camp LeJeune, N.C.; Patrick Air Force Base, Florida; Salt Lake City, Utah; Fort Bragg, N.C., and San Antonio, Texas, to test deployment capabilities of the dispersed brigade.

"One of our primary objectives for the exercise was to stress the brigade's command and control by this magnitude of geographic dispersement," stated Capt. Oneta Fioravanti, exercise coordinator for Bold Knight 92-2. "We closely replicated our dispersment in Operation Desert Storm, emphasizing our lessons learned from the war in order to stress the brigade's capabilities."

As the higher headquarters, U.S. Army Intelligence and Security Command (INSCOM), U.S. Army Central Command (ARCENT) and Central Command (CENTCOM) became involved, the deployment began to resemble Desert Shield and Desert Storm during the air campaign.

"The only way to realistically exercise this unit is to involve as many external agencies as possible," expounded Lt. Col. Thomas Woosley, brigade S3. "By involving our higher headquarters and the national intelligence agencies, we practice those essential contingency links that we must use in deployed situations in order to accomplish the mission successfully."

Various communications nets at Fort A.P. Hill were stretched to the limit to see if they could do the job during wartime.

The brigade Communications and Electronics Officer, Capt.



In the Bold Knight training setting, soldiers take "prisoners" of war. They will later be interviewed and interrogated. (All photos by U.S. Army)

Steve Jones, said, "We had the most extensive communications package ever deployed on an exercise by this brigade. Since we have minimal internal communications support, we must be innovative in finding communications to support our requirements."

While brigade handled communications support, members of the 202nd MI Battalion dealt with another form of communication. Soldiers set up a Joint Interrogation Facility at Camp LeJeune in conjunction with Marines participating in "Ocean Venture." Agents took part in simulated Prisoner of War interrogations and conducted interviews.

"Ocean Venture is a tremendous exercise, the Air Force helps us think about bombs falling from the air and Marines conduct amphibious landings. Each service has its own interest and we just kind of wrap it all together. It works well," said Capt. Brian R. Gollnsneider, Alpha Company Commander, 202nd MI Battalion.

While part of the 202nd met the challenge of Ocean Venture, the Fort A.P. Hill team conducted human and counterintelligence scenarios with the 211th MI Group, a reserve group out of New York. They also participated in polygraph testing with members from the 902nd MI Group, Fort Meade, Md.

"This is the most aggressive exercise the 513th MI Brigade has ever undertaken," said Col. William M. Robeson, brigade commander.

Soldiers from the Foreign Materiel Intelligence Battalion had their hand in the Ocean Venture exercise also. They operated a JCMEC during Ocean Venture and displayed various foreign equipment captured from enemy forces.

The Headquarters and Headquarters Detachment met the challenge also. According to the Company Commander, Capt. Kelly McSweeney, they displayed considerable enthusiasm and zest.

"The trip was worth all the hard work and effort because it accomplished a primary objective—to deploy in a realistic dispersement," said McSweeney. "I've been in the brigade for over four years, so I've seen a lot of Bold Knight exercises. This one, however, was the closest thing I've seen to the way this brigade performed its wartime mission in Saudi Arabia."

Spec. Rodney Hester, a soldier within the brigade S1, agreed with the commander and added, "It was rewarding as well as challenging to deploy with the brigade. This experience was very different from my last unit; I learned a great deal about how communication systems play a vital role in our mission."

As the trucks rolled back through the gates of Fort Monmouth, a look of something a little more than the armor of the 513th clothed the soldiers coming through the gates. You could say they wore the look of satisfaction of a job well done.



A Foreign Materiel Intelligence Battalion soldier and a Marine work on a pump during joint exercises at Camp LeJeune, N.C.



During exercise Bold Knight, Maj. Gen. Frix converses with soldiers.

INSCOM's chaplain speaks of Army's drawdown

By Sgt. T.K. Gilmore
701st MI Brigade PAO

Chaplain (Col.) J. Ward Hagin, INSCOM's chaplain, recently visited the 701st MI Brigade to discuss issues pertaining to the Army's drawdown.

In the drawdown, some issues involving soldiers are causing a rise in suicide, alcohol use and abuse, marital struggles and depression.

"We're losing something. . . it's a grief issue," Hagin said. He empathized by imagining the closure of a chapel he had served in for a period of time; the loss of soldiers, careers, facilities and unit designations is much like the death of something dear to us.

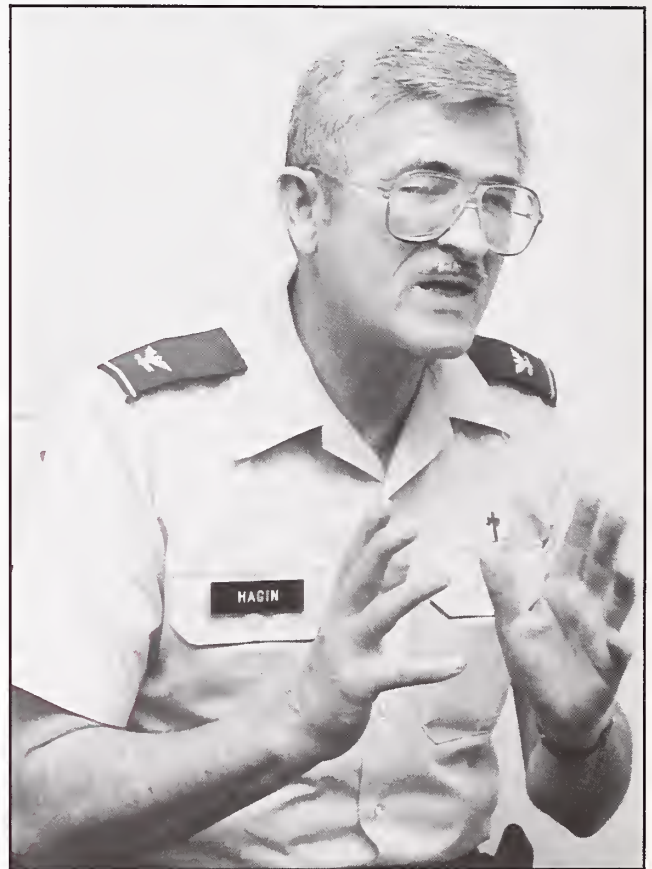
Chap. Hagin feels that the drawdown effects may be even more difficult for the commissioned officer—stating that the enlisted soldiers seem to adjust more easily to adversity for some reason.

"With the additional impact of today's economy, the unexpected loss of one's career can make the future appear hopeless," he said. He also said that the bonuses and incentives the Army is offering will help many with the brunt of the transitioning—the loss impacts directly on the family as a whole.

To help soldiers understand the ramifications of the drawdown, training has been increased. For example, a class entitled "Assisting Supervisors with Drawdown Casualties" has been developed and presented to INSCOM's Deputy Chief of Staff, Personnel. Hagin said anyone who has served as a leader or anyone concerned with identifying and assisting "drawdown casualties" should attend these training classes.

"We're facing a grieving military society," said Hagin. "Everyone is going to feel the loss in some way." He emphasized that "It doesn't mean we can't function anymore. . . in our line of work, we must survive."

As leaders, we can identify the stages of grief and assist our soldiers as they adjust, stated Hagin. The entire Army family must assist the adjusting soldier, as well as assist other soldiers in the community—always remaining "tuned in and alert." Hagin also said that because they know what is happening "we're identifying it. . ." and "leaders should at least be concerned—more concerned with what's going on in the (Army) family."



Chaplain J. Ward Hagin

"Family members should also be alert, especially the spouse," Hagin said, further impacting on the roles of the community as a whole. "Look for signs that they (soldiers) need help," he exclaimed.

Being in military intelligence may make a soldier feel that to seek counseling may have an adverse effect on one's career. Hagin specifically stressed the confidentiality of the chaplaincy.

Chap. Hagin makes sure that chaplains coming into INSCOM are fully cleared (security clearance) prior to their

arrival. This allows MI personnel the freedom to talk about any topic without the additional hindrance of what can, and cannot, be said to uncleared personnel.

Hagin said that 60-70 percent of the community seeking guidance turns to the clergy first. There's "nobody better to assist; the chaplains are trained to recognize problems—and can refer to other support, if deemed necessary."

When someone confides in a chaplain, Hagin said, they need only to tell the chaplain that it is confidential and they want it to remain so. As long as chaplains know that the conversation is confidential, they have to ask the soldier if they can relay portions of the conversation to other sources if, doing so, will better assist the needs of the person requesting guidance. Hagin clarified his statement by saying, "If not cleared to pass the information on, the chaplain cannot and will not violate the confidentiality."

If a soldier and his/her family seek counseling through the chaplain's office and then departs the Army, can they call on that chaplain again? Hagin said the answer to this question relies solely on the chaplain, his/her workload and the feelings the chaplain has surrounding the case. "We have to take

care of soldiers first," Hagin stated, "but if the chaplain feels close enough to the situation, they can continue counseling—again, only if it fits into the chaplain's work schedule. Chaplains are required and obligated to help soldiers and they want to help," Hagin concluded.

To enhance the chaplain's role, individual units can initiate support groups for those feeling the effects of the drawdown, either first-hand or not. As everyone is going to be touched one way or another, the importance of supporting one another cannot be emphasized enough.

Hagin stated that if someone is interested in beginning a support group, they can get a great deal of information, support and participation from their chaplain. In conclusion, Hagin said, "View this as a kidney stone," he smiled briefly at his analogy, then continued, "It's painful, it hurts and it may even hurt worse . . . but you're not going to have that stone forever. At this moment in time, it's tough . . . but in the long run it (the drawdown) will be better for our society. . . we have to help others understand. View each situation as an opportunity to do something much better. . . get over the fence to the green grass."

PROVIDE COMFORT leader describes operation at Sinop Army Ball

"We thank you for your human efforts of supporting our Kurdish people in this disaster and in such miserable conditions. We will never forget . . . your great defense . . . of us and . . . history will write it in golden words."

By SSgt. Mark Morse
Field Station Sinop

Operation Provide Comfort, the effort to protect, shelter and feed Kurdish refugees from northern Iraq, has been one of the most unique operations in American history, according to the guest speaker at the U.S. Army Field Station Sinop Army Ball held recently.

Col. Michael B. Putnam, Plans and Policy Director for Provide Comfort, described why the Gulf War coalition embarked on this operation and how it was accomplished.

"One of the most important aspects of it comes from the fact that this operation is not solely an American operation," Putnam explained. "It started with 13 partners and is presently comprised of a coalition of four nations: the United States, France, Great Britain and, indeed, our great and generous host, the Republic of Turkey," he added.

The guest speaker noted that another unique aspect of

Provide Comfort sent forces from all over the world to participate.

Putnam, a 22-year veteran of Army service, explained that Provide Comfort stems from Iraq's post-Desert Storm treatment of Kurds and the fact that "for the past 20 years, Saddam Hussein has brutally oppressed his own people."

Immediately after the Persian Gulf War cease-fire, the Kurds drove the Iraqi military out of northern Iraq during the popular uprising, he said.

"During March (1991), however, Saddam forces counter-attacked, resulting in nearly 2 million Iraqi Kurds fleeing from their farms and villages into the mountains of northern Iraq, Iran and Turkey," the guest speaker explained, noting that "This occurred during one of the most severe winters of recent decades."

Iraqi forces followed a "scorched earth" policy against the Kurds, shelling cities and villages, destroying crops and orchard and disabling irrigation systems, the Provide Comfort Plans and Policy Director said. Also, the homes of Kurds suspected of opposing the Hussein government were dynamited, he added.

"In all, Iraqi forces destroyed more than 4,000 Kurdish villages this way. Thousands of Kurds were killed and injured. Mass graves cover the countryside in northern Iraq, testifying to the brutality of the Iraqi attacks," Putnam told his audience.

Putnam said that the initial aim of Provide Comfort which began April 5, 1991, was to "ensure the safety of Kurdish survivors so that they would return to their devastated farms and villages and rebuild their lives. "To do this, the 13 nations of the war-time coalition participated in a single, coordinated humanitarian effort using materials contributed by more than 30 countries.

"One of the amazing aspects of this effort was that it was undertaken with virtually no written agreements, lengthy discussions or complex negotiations. Coalition field commanders seized the initiative to meet the rapidly changing conditions within northern Iraq," the guest speaker said.

Iraqi forces withdrew under coalition orders and a security zone in northern Iraq was created. Field commanders and troops began their humanitarian work on April 7, 1991, including relief drops of thousands of tons of food, clothing and other materials during the first eight weeks of Provide Comfort, Putnam explained.

"This was no average feat. Operating over rugged, mountainous terrain under marginal weather conditions, including low ceilings and thunderstorms associated with the worst weather in Iraq in two decades, air crews from the coalition nations flying transport aircraft and helicopters navigated through narrow valleys below the clouds, delivering their life-saving payloads to small drop zones," he said.

Before this resupply mission began, coalition officials estimated that 1,000 Kurdish refugees were dying daily, Putnam said.

By mid-April that year, a large number of relief agencies had arrived in the security zone to help the refugees, according to the guest speaker. The U.S. Army and other coalition forces stepped in to coordinate their efforts, he added.

"In the words of one high official of an international health organization, refugee camps would not have been built properly nor organized correctly without the U.S. Army's direct intervention," Putnam said.

By April 30, around 1,200 people from several Kurdish tribes moved south to the first refugee camp built in the security zone. Almost 500,000 Kurds had returned to their native villages in northern Iraq by the end of May, the guest speaker said. The United Nations had taken over refugee camp operations by that June. By September, coalition ground forces had withdrawn from the security zone and returned to their home stations.

"The refugee camps are gone from the security zone, but the UN still conducts a residual humanitarian relief operation," Putnam explained.



Col. Michael B. Putnam, Director of Plans and Policy, Operation Provide Comfort, was the guest speaker during the U.S. Army Field Station Sinop Army Ball held recently. (Photo by SSgt. Mark Morse)

For U.S. Forces, Provide Comfort has evolved from humanitarian and ground security operations to air and ground surveillance to prevent Iraqi troops from attacking the Kurds, the guest speaker said.

Kurdish leaders appreciate the coalition's efforts, according to Putnam.

He read a letter from the leaders of several tribes, which stated, "We thank you for your human efforts of supporting our Kurdish people in this disaster and in such miserable conditions. We will never forget ... your great defense ... of us and ... history will write it in golden words.

"We hope you will continue helping the poor and humble people all over the world. You'll remain a bright candle in our Kurdish hearts."

Putnam's address highlighted a 217th Army birthday celebration that began with the showing of a video containing Army training.

Col. Antione D. Johnson, then USAFS Sinop commander, noted that "Our Army continues to respond quickly against threats to America and its allies."

He said that through downsizing the Army is now leaner than at any other time since the outbreak of hostilities in Korea. "Despite this trimming down of the force, however," Johnson said, "we will accomplish any necessary reductions with readiness in mind and with fairness and equity as our watch words."

Music and dancing topped off Sinop's Army Ball, with "Liberty Misses," an all-women singing and dancing group from Oakdale, Conn., providing the entertainment.

FSTC conducts health fair

The U.S. Army Foreign Science and Technology Center, (FSTC), located in Charlottesville, Va., recently sponsored a health fair for its employees. Health care professionals from the University of Virginia Health Services Foundation's Institute of Quality Health (IQ Health) conducted the fair for FSTC.

At more than a dozen health information booths, FSTC employees were provided information on cholesterol, nutrition, diet, physical fitness, stress management, high blood pressure, smoking cessation, and a variety of other health topics. Also, blood pressure screenings were performed by nurses from IQ Health.

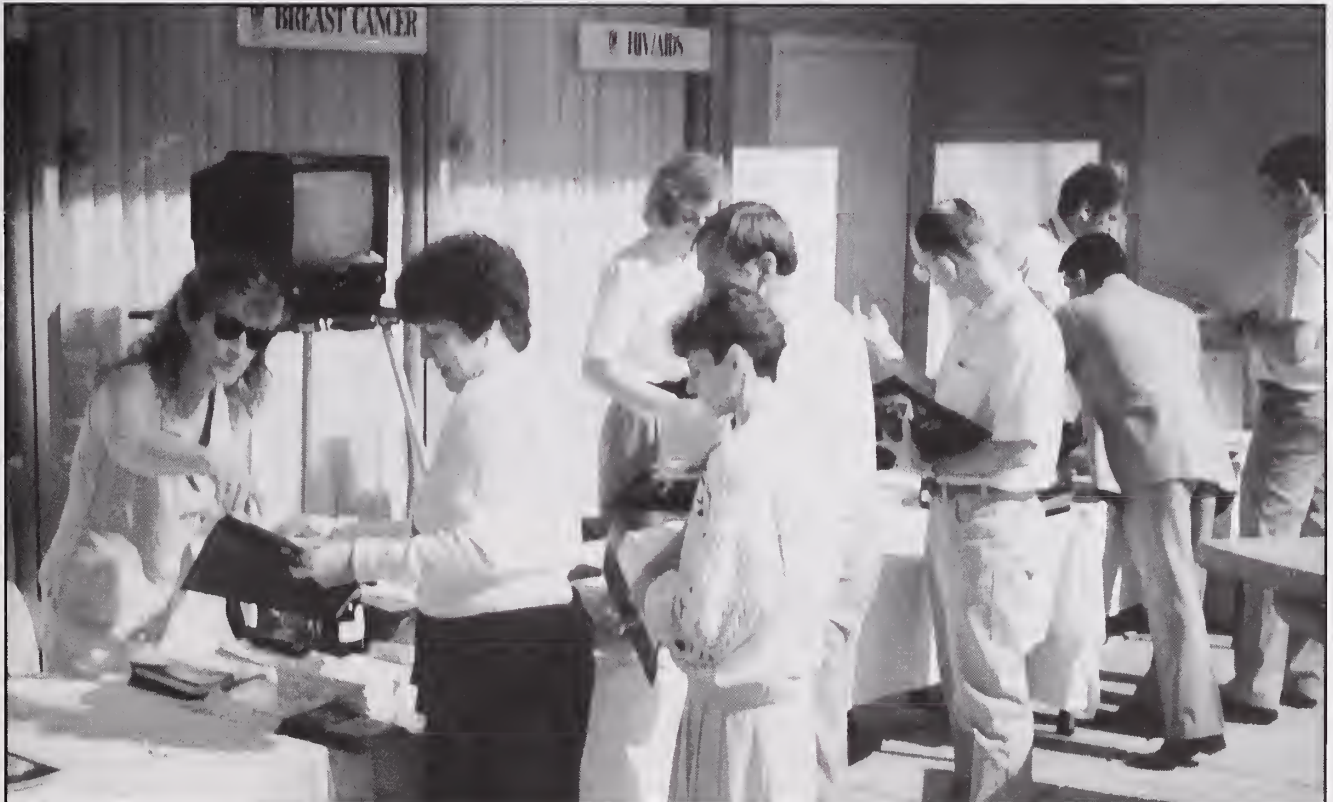
Conducted outside in near-ideal weather, the fair was well attended and enthusiastically supported by the Center's employees. Contests were conducted with prizes — such as mugs and gift certificates from local businesses and restaurants — given to the employees who visited the largest number of health information stations.

In the planning stages for the past four months, FSTC's Health Fair was the kickoff for the Center's health promotion program. Believing strongly that good health practices in the work force should be encouraged, supported, and sustained, FSTC's commander, Col. Jim Bartlett, established and char-

tered a group of employees and supervisors to explore the health needs of the organization. The Health Advisory Panel, as this group came to be called, explored the critical health concerns of the work force as well as the best means of addressing those concerns. The panel elected to begin the program with a high-visibility health fair to attract the largest number of employees and provide them with direct access to health professionals and health-promotion materials.

The work of the Health Advisory Panel does not end with this health fair — it is just the beginning! Over the next six months, presentations will focus on the health concerns identified through a survey administered as a part of the health fair's activities. The Health Advisory Panel has lined up members of the local health department, the Red Cross, the American Heart Association, and the American Cancer Society to give classes to the work force in these areas. Also, representatives from Fort Lee's Preventative Medicine Department will soon be traveling to Charlottesville to administer a Health Risk Appraisal that will give employees personalized information on how they can lead more healthy lives in the future.

We, at FSTC, are committed to the health awareness of our membership — as an integral part of our program to make FSTC a better place to work.



Foreign Science and Technology Center employees in Charlottesville discuss health and wellness issues with personnel from the University of Virginia Health Services

Foundation's Institute of Quality Health. Information on a wide variety of issues was provided during the recent Health Fair.

Leads by example

Berlin soldier selected for prestigious club

Compiled by SSgt. Susan Dowdee
Task Force Berlin

"He is a leader that has led by example and by showing true concern for his soldiers and their families. He takes great pride in his soldiers, his unit and his country. He is an essential member of the team and true leader. He is the noncommissioned officer."

These qualities apply to Berlin's newest inductee into the Sergeant Morales Club, Staff Sergeant Michael Roberts, Company A, Support Battalion (PROV), Task Force Berlin (PROV).

The Sergeant Morales Club is the most prestigious organization an NCO can be a part of in United States Army-Europe. The club was started in 1973 by General George S. Blanchard, then VII Corps commander. General Blanchard initiated a program based on the highest qualities of leadership, professionalism and regard for the welfare of the individual shown by Sergeant Morales, the fictitious noncommissioned officer, who embodies these qualities.

This club is open only to soldiers in the ranks of corporal through sergeant first class. Candidates must be nominated by their NCO support channel and commanding officer. After nomination, the soldier must appear before the Morales board. The organization only allows the top soldiers and recommendation does not guarantee memberships. Once inducted, there are several benefits: an ARCOM, some savings bonds, a Sergeant Morales jacket and coin, letters of commendation, and more.

"The real payoff comes from the pride and admiration you feel from your peers and especially from your soldiers. After all, your soldiers are the reason you made it to where you are," Roberts remarked. In keeping with the real meaning of what an NCO is, he made this statement: "I would like you to think long and hard about going to boards. As a Staff Sergeant, I did not have to go to another board, ever. But, by doing so, I really believe I inspired and 'set the example' for my soldiers, as well as other soldiers within the Field Station. One of my soldiers is on his way to the Battalion NCO of the Year board and I have no doubt that he will make it to INSCOM as well. It doesn't matter whether you go all the way though. All that matters is that you show your soldiers that it can be done with a little hard work and some effort. They will admire you for it and most will follow your lead."



SSgt. Michael Roberts

SSgt. Michael Roberts is an excellent example of the non-commissioned officer. He has earned the respect of his soldiers, peers, and senior NCOs. His climb to the top has been a long road of varied leadership positions, board appearances, and a lot of studying. He is also Field Station Berlin's 1991 NCO of the Year, INSCOM-Europe NCO of the Year, and runner-up for INSCOM NCO of the Year. He and his wife, Kathy, have been assigned to Field Station Berlin since 1988.



Vint Hill Farms Station

Memorabilia marks 50 years of “silent” intelligence service

Fifty years ago, a piece of northern Virginia real estate entered into the Army inventory, beginning a long history of dedicated, “silent” military service to this country.

Opened as “Monitoring Station, Number 1,” Vint Hill Farms Station remains the last monitoring station real estate in the U.S. Army. This past June, the present community of Vint Hill celebrated its 50th birthday with a grand, three-day gala aimed at recognizing and commemorating that storied past.

Included in that celebration was the opportunity for past and present “Farmers” to take a piece of the Farm home with them, as a steady reminder of their dedication to duty and country. That piece of the Farm is still available today.

Corning, Inc., developed a unique and detailed piece that was designed specifically for the Farm. Known as Opelle glass, it is a special glass which is photosensitive and can be etched with extremely defined features of a given image.

The Farm submitted detailed photos of two of our landmarks:

the “Barn” complex, which is used as our corporate logo, and our Inn at Vint Hill, formerly known as the Officers’ Club and built by the last private owner of the Farm back in 1860. Anyone stationed at the Farm will easily remember these landmarks, as they have stood as symbols of the Farm since its inception into the Army real estate inventory.

These items are available for purchase for individual use or they can be used as collector items. These ornaments can be used for Christmas gifts or as special gifts. They are priced at \$11.00 each or \$20.00 for the set of two.

Interested parties should contact the Directorate of Community and Family Activities by writing: DCFA, Stop #11, Vint Hill Farms Station, Warrenton, Va. 22186, or by calling (703) 349-5554. If in the Vint Hill area, the items can be purchased at the ITR Office, The Inn at Vint Hill, the Arts & Crafts Center and The Listening Post.

Understanding the Grief Process

By Capt. David A. Chapman
MI Battalion (LI)

Grief comes with many losses. We usually think of grief as the psychological process one goes through following the death of a loved one or close friend—a process, incidentally, that appears to be more damaging for men than women.

While this may be the most common and intense form of grieving, many other types of loss will give rise to a similar state in the affected person.

Loss of a favored status or position, separation or divorce, financial loss, the breakup of a romantic affair, retirement, separation from a friend, absence from home, loss of a pet, a possession or even the loss of a job may cause grief as wrenching as death.

One tool that is useful for the mental health professional is the "Social Readjustment Rating Scale (SRRS)." This scale prioritizes 43 stressful events and places values on each event from 11-100. The SRRS places the death of a spouse as its highest value (100), divorce as its second (73) and a minor violation of the law as the lowest (11). The idea behind the scale

is to determine one's chances of developing an illness or a health change based on total value of events or stressors. The list of events include positive and negative life experiences. Research shows that positive life events can produce abnormally prolonged stress responses in the same way as negative events. The idea is to list the events which have occurred in one's life within one year, and add up the assigned values. The theory is that a score of 150 would make one's chances of developing an illness or a health problem roughly 50-50. A total of 300 value points increases the chances for health change to 90 percent. As the score increases, the probability that the health change will be a serious illness increases also. The SRRS list "fired from work" as an event worth 47 points and "retirement" as 45 points.

Again, there seems to be a strong correlation between the intensity of stress due to life changes and the onset of severe illness.

Leaving or losing one's job is a serious event. The loss can



cause even more serious complications when combined with prolonged unemployment, and limited health care due to no intermediate health care plan.

Reduction-In-Force: Many service members will undergo a grief process when they are separated from the services. The way in which a service member leaves the military will affect the intensity of grief, but it is unlikely that type of separation will eliminate the process. Leaving the service is an important event in one's life. Even if the separation is a positive one, as in retirement, the change can cause serious stress and grief.

Service members leaving the Armed Forces through the process called "Reduction-In-Force (RIF)," "Involuntary Separation," or "Involuntary Retirement" would likely be affected more negatively than others.

Negative or unscheduled separations can attack an individual's self-esteem and their feeling of self-worth. Poor self-images as the result of unexpected trauma will likely run the gamut from occasional dissatisfaction with self to self-hatred.

Our actions hinge on opinions of ourselves. A person with a strong self-image sees failure as a part of life, but never regards himself or herself a failure. Most persons eliminated from the services are not eliminated due to any adverse actions of their own. However, they may transfer the failure of the government to provide job security, health, and economic benefits to themselves, and view themselves as failures.

Those service members who have families, or who are single parents, or who have additional responsibilities for elderly parents or family members with special needs, are at an increased risk for prolonged emotional difficulties.

Job loss is never without difficulty. Job loss for those who planned to make a career in the military is a reality that most service members never considered.

What may cause more grief than expected is that many good men and women, career officers and enlisted personnel will be separated from the service. Those being separated who have served their country well, made all the right career choices, and have excellent service records will most likely experience shock, disbelief and anger.

Military people are skilled professionals who are engulfed in an institution which is tasked, organized, and preoccupied with a "deadline" time. Preoccupation with time is based on the legacy of the Puritan Ethic and Utilitarianism which tends to induce a sense of guilt and stress during nonconstructive activity or leisure time.

Military personnel, like their civilian counterparts, tend to become focused toward acquiring material goods, social positions, respect, and the whole array of socially sanctioned goals and values. The move-up or move-out personnel management philosophy of the military encourages competition, achievement, and the acquisition of material wealth. Our contemporary society had institutionalized and glorified these traits. To remove an individual from their objective or anticipated future, as well as their primary means of social and economic support, and by placing them in an unfamiliar society with unpredictable horizons can cause much grief.

Fortunately, most of those who will be affected by the RIF

have the ability to survive their misfortune and bounce back. However, all personnel leaving the services will experience some process of grief.

The fundamental goal of grief is the internal realization and recognition of a loss. The intensity of grief usually starts to wane after about six weeks, and is sometimes replaced by a more general state of depression and apathy.

Grief is usually minimal by six months, although recent studies indicate the process can take a year to complete. By the end of a year, most grieving people can recover from their losses and start to rebuild their lives.

Every person will experience grief in his or her own way. The grieving process usually falls into three basic phases: early grief, acute grief and subsiding grief.

No matter how trivial a loss might seem, the grieving process almost always follows this order, though the length and intensity of the experience will differ.

**There are no
pat answers to working
through personal grief.
There are a number of
ways in which a person
can help a griever. Most
importantly, we can
encourage them to
express their feelings
of distress, anger, shame
and bewilderment.**

Phase one: Early Grief

Shock and Numbing: A response to a loss might be what is sometimes called shock—a kind of numbness that envelops a person. A person may seek isolation while attempting to cushion the blow.

In its physical form, a person may experience odd sensations like a spaced-out feeling, a knot in the stomach, and a loss of appetite.

A person in this phase may watch events as if they were happening to someone else. This lack of sensation may last a few hours to a week. It alternates with outbursts of extremely intense distress or anger or both. About this time the grieving person may cling to his or her belief that the separation or loss will be short-lived.

Denial and Disbelief: Hard on the heels of shock comes denial. The depth of a person's denial depends on how much that person needs to regain the loss. The most recognizable form of denial is a conscious or unconscious defense that all of us use to avoid, reduce or prevent anxiety when we are threatened.

We use denial to shut out our awareness of things that would be too disturbing to know. Denial is a normal process learned as infants, and sometimes encouraged or even demanded by caring friends during a time of grief.

Some may become withdrawn and feel barely half-alive. They may follow the urge to surrender their life to the state of loneliness and to negation. Fear and self-doubt may rule their lives. Those who withdraw from life will soon fear to test their strengths in a world of change and danger.

There is no need to be unduly concerned about denial or avoidance of feelings unless it continues for longer than three to six months without interruption.

Phase Two: Acute Grief

Yearning and Pining: When a person suffers from a loss or separation, there is a deep core within us, sometimes felt physically, that wishes for a different ending. This phase can only begin after the person completes the denial phase and faces reality.

Acute grief will recur throughout life, in our wishes that a loss from which a person is long recovered, seems to view life as a series of "what ifs."

This conflict between the need to relinquish what has been lost and the wish to hold onto it—the pull between the past and the future—is the keystone to grief. Normal grieving is the process of working through the ambivalence by identifying conflicting impulses, suffering through one's awareness, and eventually mastering the feelings.

A predictable emotional pattern to follow yearning and pining is anger, guilt, shame and depression. These strong feelings need to be expressed and shared with others. These feelings must not be postponed, denied or covered up. Grief that is postponed can return months or even years later.

It is in this phase that individuals are most prone to suicide. A griever must understand that feeling of guilt, shame and regret are normal responses. It is essential that the griever deal with these feelings and dispose of them.

Suicide usually occurs if the griever cannot see his or her way out of a distressing situation. Suicide threats should be taken seriously; they are often feelers or pleas for help. If hope is provided, the crisis may pass. Get professional help if you or a griever known to you is burdened by guilt or is believed to be considering taking his or her own life.

Phase Three: Subsiding Grief

Reorganization and recovery: Recovery does not mean that all emotional significance of the loss has ended. Rather, it signifies the ability to form new relationships and make new commitments.



There are no pat answers to working through personal grief. There are a number of ways in which a person can help a griever. Most importantly, we can encourage them to express their feelings of distress, anger, shame and bewilderment.

Helpers are effective if they help others to manage their problem situations. Challenging or inviting the griever to explore the short and long-term consequences of their behavior is sometimes useful. Invite them to challenge themselves. Invite them to clarify their problems and act on their strengths and unused potential.

This must be done in an atmosphere where the griever will not feel threatened; he must feel safe from embarrassment and must be emotionally supported. We must not judge nor distract the griever while he or she is expressing their feelings.

Hope is the most important ingredient in overcoming grief. With hope all things are possible.

If the grieving process persists beyond the first year after a significant loss, therapeutic intervention may be needed.

Do not allow crippling grief to continue. Sometimes, just a few sessions with a trained counselor will help a grieving person resolve the anger, guilt and despair he or she feels.

Grief can be more than some can handle alone. All services have programs which can help. If you are troubled by grief or know someone who is, call the nearest chaplain, Family Service Center, social worker or mental health counselor.

Hazardous materials

DoD to clean up active sites

By F. Peter Wigginton

DoD is at the forefront of the nation's efforts to restore the environment from uses of toxic and hazardous materials, said Tom Baca. In fact, the department has a long record of protecting human health and safety from radiological contaminants, he added.

Baca, assistant secretary of defense for environment, testified recently before the Senate.

Though DoD has a good program for managing low-level radioactive waste, Baca believes there is need for better standards. He also thinks monitoring should be more realistic. "By that I mean we can always do more sampling to estimate risk, but it is impossible to prove there is no risk," he said.

Baca's testimony responded to remarks from members of the Senate Subcommittee on Governmental Affairs during hearings on radiological contamination. They had voiced displeasure with DoD, the Department of Energy and the Environmental Protection Agency. They charged the three with not responding properly in the cleanup of hazardous waste in this country.

They claimed there are no standards, no inventories of sites, no answers to congressional queries and no establishment of proper priorities. Such bureaucratic action endangers public health and safety, they warned.

Ohio Sen. John Glenn, chairman of the subcommittee, said he was disturbed by an Environmental Protection Agency study. That document reported there are more than 45,000 radiologically contaminated or potentially contaminated sites in all 50 states.

Glenn said the federal government is responsible for the greatest number of locations, with DoD and the Department of Energy accounting for the bulk of the contamination.

According to Glenn, during the Cold War, radiation protection was considered outside environmental and public health policies because of national security. Now that the arms race is over, he said, it is imperative to establish basic reference standards to protect Americans.

Baca countered that the EPA report grossly exaggerated the situation and has created a great amount of confusion. He said in some cases potentially contaminated sites were determined only by a "windshield survey."

"We estimate that our total sites containing radioactive material are close to 271," he said, adding the authors of the study should have contacted DoD, which is familiar with the sites.

Baca told Glenn that DoD started with a "universe" of 17,000 potentially contaminated sites. Many of these were not contaminated. It has taken time to work through that list, which has been narrowed to approximately 11,000 active sites, he said.

Of those, 271 were identified as possibly radiologically active. "But we don't believe that the radiation problems are to any degree our big problem."

Baca agreed with Mich. Sen. Carl Levin that there is a need for EPA to establish standards. "In view of the ambiguity regarding which statute or cleanup process DoD must use for its site cleanups, it is no surprise that actual cleanup standards for our program do not exist," he said. "We certainly have a handle on problems that might affect health and safety."

Baca said the number of radiologically contaminated or potentially contaminated sites is approximately one percent of the total number of sites in DoD's program. "We do not have people exposed to health or safety problems, because we have followed a 'worst is first' correction policy," he said.



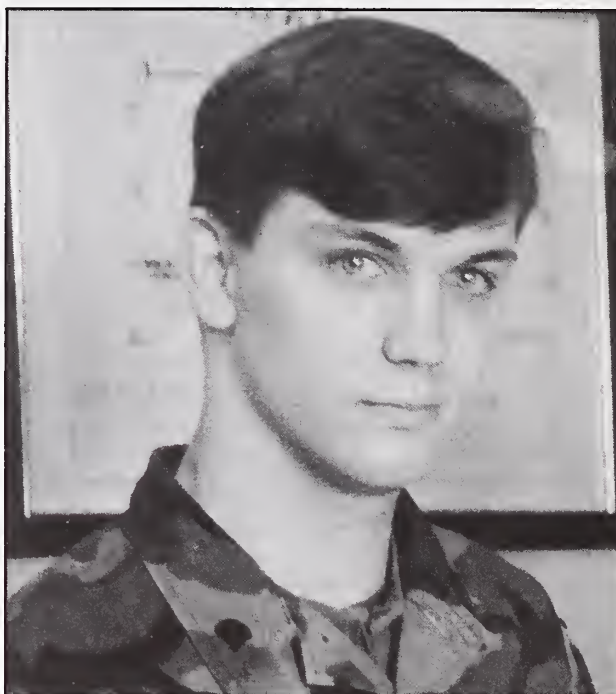
Glenn said the biggest dangers may arise from sites where materials were buried during the 1950s and 1960s. He described the former mentality as being based on a "Russians are coming" attitude: "What'll we do with the waste? Put it out behind the plant. Sort of forget it out there."

Baca explained that the installation restoration program should help identify every possible hazardous waste situation. He said the department's goal is to have environmental remediation on the ground by the year 2000. He estimated it will cost \$25 billion to clean up all sites.

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Spec. Thomas Gustafson



Spec. Michael Hagerty

Soldiers perform life-saving steps on accident victim

By Sgt. T.K. Gilmore
701st MI Brigade PAO

Recently, two soldiers assigned to the 701st Military Intelligence Brigade were presented Army Achievement medals for their actions involving the aid to injured in an automobile accident while in Munich.

Specs. Michael Hagerty, HHC, 701st and Thomas Gustafson, A Co, 713th MI Bn were going to the Munich train station to head home after a concert when they heard the crashing of a strasse hitting an automobile.

Upon their arrival at the crash scene they found one person trapped in the crushed automobile and another who was thrown from the vehicle. Taking action immediately, the two soldiers moved to the passenger lying on the pavement and began to treat for shock. With Hagerty raising the injured person's feet, Gustafson spoke in rough German, with translation assistance from 1st Lt. Michael Brake, also of the 701st. Gustafson kept talking to the injured person, asking basically yes or no questions and insuring him that help was on the way. According to Gustafson, the victim did fade in and out, seemingly trying to maintain consciousness.

Even after rescue workers and ambulance personnel had ar-

rived at the scene, the soldiers continued their efforts while the others attempted to free the driver from the vehicle.

Once the medical personnel did move in to take the victim, the soldiers assisted in placing him onto the stretcher and into the ambulance.

It was difficult for the soldiers to leave the scene immediately, but once they realized that there was nothing else they could do, they went on their way.

Hagerty said simply that he "felt good that I did something," while Gustafson said that "somebody had to do something." Both were relatively surprised that so few people were willing to assist the accident victims.

Although Gustafson had been a certified Life Guard prior to coming into the military and knew lifesaving steps already, Hagerty said it was his Army training that allowed him to assist the victim.

Both soldiers expressed pleasure in helping out when needed but neither seemed to think they had done anything extraordinary. They said if the situation were to arise again in the future, they would help in any way possible.

The 701st MI Brigade recently selected Sgt. Stephen F. Martinez as the Brigade Operator of the Year. His selection was based on personal achievement, productivity, and sustained superior performance throughout the year.

Sgt. Martinez was born and raised in Winslow, Ariz. He attended Winslow High School and excelled in chess, tennis and the Automotive Club. He joined the Army in 1982 and attended basic training at Fort Jackson, S.C. Highlights of his career include Battalion Operator of the Year twice and Brigade Operator of the Year twice. Martinez deployed to Southwest Asia during Desert Shield/Storm and was assigned to an Improved Guardrail Five Aerial Exploitation unit.



Sgt. Steven F. Martinez, A Co., 713th MI Battalion, 701st MI Brigade, was selected as Brigade Operator of the Year. With him is his wife Roberta. (Photo by SSgt. Charlotte St. Ives)

The 701st MI Brigade recently selected Sgt. Michael A. Moskal as the Brigade Analyst of the Year. The selection was based on his personal achievement, productivity, and sustained superior performance throughout the year.

Sgt. Moskal graduated from Patapso Senior High School, Dundalk, Md. in 1984. While in high school, he lettered in football, wrestling, baseball, and track and field. He completed Basic Training in 1984. This is his second tour at Field Station Augsburg. Highlights of his career include Battalion Analyst of the Month four times, Battalion Analyst of the Year twice, and Brigade Analyst of the Year.



Sgt. Michael A. Moskal, HOC, 713th MI Battalion, 701st MI Brigade, was selected as Brigade Analyst of the Year. (Photo by SSgt. Charlotte St. Ives)

World War II

The Principles of War in historical perspective

By Dr. John P. Finnegan
INSCOM, History Office

Surprise and Security

The final two principles of war are those of surprise and security. These two principles are inextricably interlinked, for if security does not ensure surprise in war, at least it is a necessary precondition. Surprise, on the other hand, is facilitated by any lack of security on the part of the enemy.

In many ways these two principles fall nicely into Isaiah Berlin's famous categories of the fox and the hedgehog: the fox knows many things; the hedgehog only one but it knows it well. Similarly, the principle of surprise can take many forms, but the principle of security is only manifested in unceasing and all-around vigilance.

Surprise in war consists of doing the unexpected, and this can come in many forms. Surprise can be obtained by the sudden introduction of new weapons or techniques; by the deliberate acceptance of launching an attack during poor weather or across unfavorable terrain. It can also be brought about by the simple adoption of actions which fail to conform to the enemy's preconceptions. Finally, it can be achieved by any combination of these factors.

Let us conclude our examination of the applications of the Principles of War in World War II by examining a case study in which the principle of surprise, coupled with an unwavering commitment to security, resulted in overwhelming victory: Operation OVERLORD, the Allied invasion of Continental Europe in June 1944.

At the beginning of this series on the principles of war, we mentioned that the centerpiece of American strategy in World War II revolved around staging an invasion of Continental

Europe that would bring the main body of the German Army to battle and destroy it. By the summer of 1944, it was clear to all—including the Germans—that such an invasion was imminent. However, the Germans did not know when or where this might occur. Planning for OVERLORD took place behind massive barriers of secrecy. Knowledge of the details was restricted to a relatively small group of Allied planners on the so-called Bigot list. The island of Great Britain was effectively sealed off, and Allied air superiority kept the reconnaissance flights of the *Luftwaffe* effectively at bay.

Security was enhanced by an elaborate deception operation, codenamed FORTITUDE, which also established the preconditions for surprise. A fictitious British army was set up in Scotland to threaten an invasion of Norway. An equally notional First United States Army Group, supposedly commanded by Lt. Gen. George Patton, made its presence known in Southeast England, in position to threaten the Pas de Calais at the narrowest point in the English Channel. Dummy radio traffic appeared to confirm the presence of these phantom units, as did the reports of German agents, all of whom had been captured and were operating under British control as part of the famed Double Cross system. The fact that the British cryptologists at Bletchley Park had exploited German communication insecurities and were in a position to read the enciphered traffic of the German espionage service, the *Abwehr*, allowed them to run their double agents with complete confidence. Finally, the pre-invasion bombing campaign designed to isolate the Normandy area did this by striking at targets mostly around the Pas de Calais.

Security, coupled with deception, thus laid the groundwork for the successful application of the principle of surprise. Surprise was achieved at many levels. The Allies achieved surprise by taking the longer way around, choosing to land at

This is Part VII, Surprise and Security, in a series of articles on the Principles of War in Historical Perspective: The World War II Experience. This ends the series.

Normandy rather than attempting to assault the strongly fortified German positions on the Pas de Calais just 22 miles across the Straits of Dover. They attacked in weather so bad that the German garrisons had stood down. Finally, they introduced an element of technical surprise, attacking with a new type of swimming tank (which unfortunately mostly sank) and, in the British assault sectors, with all kinds of ingenious armored engineer vehicles to break through the German defenses.

Moreover, the Germans were not just surprised by the Normandy invasion, but they stayed surprised during its aftermath.

While the battle for Normandy raged on, the formidable German Fifteenth Army remained pinned to the defense of the Pas de Calais, waiting for an attack that never came. Allied security and deception had been so successful that the Germans were convinced that the invasion of Normandy was only a feint, and that the Allied main force, with sealift enough for fifteen divisions, had not yet been committed to the real attack. The Germans found themselves paralyzed by phantom armies. Successful Allied use of the twin principles of security and surprise thus paved the way for victory in Europe and the triumphant conclusion of World War II.

AXIS SYMBOLS WERE BOLD, BUT ...

"V" GAVE HOPE TO ALLIES

Sometimes World War II seemed to be a war of symbols. Nazi Germany displayed the hakenkreuz—the swastika. The rising sun was a powerful symbol for Japan.

For the allies, the simple “V” for victory became a symbol of perseverance and hope.

Great Britain's Prime Minister Winston S. Churchill will forever be associated with the gesture. He started displaying the symbol during the dark days of World War II, when England stood alone. It was a gesture signifying his indomitable spirit and unflinching confidence.

While the V became Churchill's trademark, it also became a symbol of eventual liberation to European countries under Nazi domination. According to historian William Manchester, a Belgian refugee in England suggested his countrymen chalk the letter V for *victoire* in public places. Vs started showing up all over conquered Europe. These small acts of defiance showed the Nazis the conquered people had confidence in the ultimate allied victory.

V translated into many different languages. In Serbian, it stood for *vitestvo*—heroism. In Dutch, it stood for

vryheid—freedom—and in Czech, *vitzstvi*—victory. The British Broadcasting Corporation took V a step further. It introduced its broadcasts to Europe with the first four notes of Beethoven's Fifth Symphony. The “dit, dit, dit, dah” is the Morse Code symbol for V.

The Nazis tried to steal the symbol. Propaganda Minister Joseph Goebbels said V stood for *viktoria*—the complete triumph of Hitler. No one believed him.
—AFIS



Premier Program for Mid-Level Managers

By Evelyn D. Harris

"In my opinion, the executive Leadership Development Program is the premier leadership program in DoD for mid-level managers," said Rosemary Howard, program director.

"But it is not for everyone," she added. "For one thing, it is extremely physically demanding." Participants load and unload their own luggage on cargo planes and buses, climb steep ladders on submarines, fire small arms on ranges and from fox-holes, and jump from airborne training towers. Participants must also invest significant amounts of their own time.

The year-long program involves about 11 weeks away from the job. Students spend some of that time in group training and the rest in "immersion weeks," when they visit a military installation and get a taste of the host service's everyday lifestyle. The visits last a full week—students begin at dawn Sunday and do not return home until late Saturday. Agencies are not expected to provide compensatory time.

Participants who work overseas invest even more personal time. During a typical immersion week, Virginia Embrey, a supervisory budget analyst at the Army's V Corps Headquarters in Frankfurt, Germany, left Friday evening and returned late Sunday night a week later. Bright and early Monday morning, a few hours after her plane touched down, she reported for a full day's work. Still, she feels the program is well worth a little lost sleep.



"The hands-on experience has been valuable. You can read about it, but there's no substitute for seeing it firsthand," she said.

"We've seen the Navy, Marine Corps, Coast Guard and Air Force in action. I understand better how all parts of DoD fit together. I now have more appreciation for how my job impacts on the rest of DoD."

The Executive Leadership Development Program is open to GS-12 and GS/GM-13 career employees with at least three years' service and a history of superior performance. The services nominate military participants (grades 0-3 and 0-4).

Civilian employees must be nominated by their first-line supervisors. Their second-line supervisor and an appropriate management official must endorse the nomination.

The Office of the Deputy Assistant Secretary of Defense (Civilian Personnel Policy and Equal Opportunity) interviews and selects the students. The students' agencies pay tuition, travel and per diem expenses.

The program is designed to provide DoD with a cadre of qualified civilians with joint arena exposure. While the training will be an asset to participants who move up to the Senior Executive Service, the program does not bill itself as a prep course, said program resource manager Lynn Lucchetti.

"It is designed to produce enhanced performance in the same position or higher positions. Even if a participant remains in the same position, his or her improved performance will repay the agency's investment in the training," she said.

The program began as a demonstration project in 1987 and became permanent in 1988. A recent interim report that tracked program graduates indicates 20 percent have since become GM-15s. Two of the more than 260 graduates to date have entered the Senior Executive Service.

While the program is unique in its joint arena exposure, it is not the only management training program for mid-level civilians.

The Women's Executive Leadership Program, sponsored by the Office of Personnel Management and open to both sexes, is also geared to mid-level employees. In addition, some DoD agencies offer internal management and leadership training programs geared to their own needs.

Civilian personnel/training offices have information on all these programs.

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Computer security A to Z

Submitted by DCSSEC

Authorized software only is to be used. This is software that has been procured through approved channels.

Beware of strangers bearing gifts of software.

Classify floppy disks at the highest level of information processed by the systems.

Disposal of floppy disks no longer needed or usable must be done in a secure manner.

Emanations from computer terminals must be contained by zoning, shielding the work area, or using approved equipment.

Floppy disks should always be handled carefully and stored according to their classification level.

Good computer security practices include logging off your computer when not in use or when leaving your office.

Hard disks should be protected using all available means, such as approved password systems.

Inform your Security Office of all suspected computer security incidents.

Just say no when asked for your password.

Keys to terminals should be kept in lockable containers when not in use.

Labels must be placed on computer output and magnetic media to identify classification.

Maintenance of classified equipment must be performed by cleared individuals.

Need-to-know applies to computer access, not just classified information.

Odd or unofficial requests for computer information such as surveys should be reported to your supervisor or security officer.

Practice good digital hygiene; don't exchange programs.

Questions regarding computer security can be addressed to your computer security officer.

Risky behavior, such as playing computer games, can lead to a virus and is strictly prohibited.

Secrets in the computer require the same protection as secrets on paper.

Treat off-printer output immediately and tend to it properly.

Users are the key to effective computer security.

Viruses in our computers can be avoided by using only authorized software.

Watch for suspicious changes to files in personal computer operating systems. The changes may have been the result of a security problem.

X-pired accounts are a security hazard; have yours removed from the system when no longer needed.



You are responsible for the security of your computer resources.

Zero tolerance for violating computer security policies.

Protect your Password

Don't share your password—with anyone.

Choose a password that is hard to guess.

Hint: Mix letters and numbers or select a famous saying and choose every fourth letter. Better yet, let the computer generate your password.

Don't use a password that is your address, pet's name, nickname, spouse's name, telephone number, or one that is obvious—such as sequential numbers or letters.

Use longer passwords because they are more secure; six to eight characters are realistic.

Be sure that your password is not visible on the computer screen when it is entered.

Be sure that your password does not appear on printouts.

Do not tape passwords to desks, walls, or terminals.

Commit yours to memory.

Army Continuing Education

Passport to Success

By Col. Douglas E. Macfarlane
Chief, Education Division
HQDA, ACES

Today, more than ever, education makes a difference. In the Army, education is foundational to developing "quality soldiers and leaders. It enhances the quality of our ideas and helps to ensure our ability to add value through our chosen career field. It allows us to exploit the full potential of present and future technology and doctrine.

At the same time, most of today's soldiers place a high value on education. It places them in a position to "... get an edge on life" through professional and personal growth. Still, some need a challenge before they take advantage of the Army's educational opportunities. When they do, it's not long before the positive effects manifest themselves and they discover that education is essential to their future in military or civilian life.

The Army's primary provider of continuing education, the Army Continuing Education System (ACES), is currently undergoing a major transition to meet this challenge. Our focus has broadened to provide more comprehensive educational programs and services, rather than just support skills training for the active duty career soldier.

Our target population has expanded to include the Total Army family: adult family members, Department of the Army civilians, members of the Reserve Component, and Army alumni. Our emphasis has shifted to providing professional and personal self-development in the most cost-effective way possible while still retaining quality. Extensive educational services designed to accommodate individual educational goals now augment support for job-related skill training.

Today, our programs are primarily postsecondary. Our clients for the most part are bright, intelligent young men and women who are almost all high school graduates. They demand a challenge as they seek ever-increasing levels of competency, whether they are working toward a license, certificate or academic degree.

Still, some do need help as they prepare academically for advanced training. That instruction will be offered too. And for those of our target audience who still require a high school diploma, that opportunity will be there as well, but usually through local community adult high school programs.

Regardless of educational want or need, it's best to have a plan

with very specific goals. Our professional counselors can help develop personal and professional short and long range educational and vocational goals. These goals can then be monitored and modified from assignment to assignment. And once they're achieved, new goals can be developed. Learning never ends.

But education also can make a difference in our country's future. Eventually, we lose 100 percent of those who join and nearly all of our alumni go on to another career. We want to provide every one who separates, either voluntarily or involuntarily, the necessary education and plan to pursue those new goals.

Ideally, once soldiers decide to separate, they have time to achieve the skills needed to ensure employment or gain acceptance at a college or technical school. The soldier who wants to be a welder but has no experience, for example, may have at least two options. As a minimum, she could enroll in a six-week welding program at the local community college. Even better, some 12 to 14 months before leaving, she could enroll in a year-long welding certification course at the community college serving her installation. The college would not only provide training, but a nationally recognized credential and job-placement assistance.

Such preparation is a legitimate part of the ACES concept. Separating soldiers should be able to receive the education they need for their second careers. Still, to ensure added value to the individual and the nation, soldiers need to receive counsel on just how well their proposed career meets the national need, today and tomorrow. Handled correctly, we will produce alumni who can look back on the Army as an organization that sincerely cares.

Our mission is to help make the Army trained and ready by providing educational programs and services that support the professional and personal development of quality soldiers, adult family members, civilians, and alumni of the Total Army. Each person needs to be involved in and committed to a program of personal and professional self-development. Our intent is to weave that process into the fabric of our organization. In that way, we can ensure continued improvement of the Total Force.

Check Social Security: make sure what's in your account is yours

The Social Security Administration recommends you check your records to make sure Social Security taxes you have paid have been credited to your account.

To make it easy to check how much you've paid over the years and what your projected benefits will be, Social Security developed the Personal Earnings and Benefit Estimate Statement.

According to Social Security officials, the statement provides a yearly breakdown of your earnings estimates of Social Security and Medicare taxes paid each year. It also indicates benefit estimates based on the earnings credited to your account.

Social Security officials suggest you request the statement every few years. It's easier to correct an error that is a couple years old than one made 10 years before, said officials.

For more information or for a copy of the request form, call the Social Security Administration toll-free at **1-800-772-1213**. People living overseas should check with the nearest U.S. Embassy or Consulate for a copy of the request form, or write:

**Social Security Administration
ATTN: International Operations
PO Box 1756
Baltimore, MD 21235.**

AFIS

DoD's Adoption Expense Program gets go-ahead

By MSgt. Linda Lee, USA

Service members adopting a child may be partially reimbursed for their expenses under a new DoD policy.

Only adoptions that became final after Dec. 5, 1991, qualify for the benefit, said Christopher Jehn, assistant secretary of defense for force management and personnel. The policy covers adoptions by married couples and single parents.

Only active duty members serving at least 180 consecutive days qualify. Jehn said a service member or dual military couple can receive up to \$2,000 in covered expenses per child. If more than one adoption is finalized, total reimbursement cannot exceed \$5,000 in any calendar year. The money is fully taxable.

To qualify, the adopted child must be under age 18. The adoption has to be handled by a state or local agency, or a non-profit voluntary agency, authorized by law to place children, said Jehn. The policy also covers adoption of special-needs children and those from other countries.

Claim forms and supporting documents for reimbursement must be filed within one year after the adoption is final. Covered expenses include public and private agency fees, placement fees, legal fees, pregnancy and childbirth expenses by the biological mother. Medical expenses—such as hospital care for newborns and medical care before adoption—and temporary foster care charges are also included. Travel costs by the adoptive parent are not covered, nor are expenses from illegal adoptions.

Jehn said the policy also permits a child to receive medical care in a military facility before the adoption is final, if the service member applies for "secretarial status" for the child at the medical facility. The child is eligible for care under the Civilian Health and Medical Program of the Uniformed Services the day after the adoption becomes final.

Persons seeking full details should contact their installation finance and accounting office.

AFIS

DoD opens door to better survivor plan for retirees

By MSgt. Linda Lee

Military retirees will get another chance to sign up for the Survivor Benefit Plan during an open season beginning April 1, 1992 and lasting through March 31, 1993. Retirees already in the plan may increase their coverage.

The plan is a type of life insurance based on the retiree's pay, said Tom Tower of DoD's Compensation Policy Office. Premiums and payments depend on several things, including the percentage of pay selected as the basis for benefit payments, when the service members retired, the beneficiary's age and if the new Supplemental Plan is chosen.

Normally, individuals must decide to participate in the plan when they retire from service, said Tower. This is only the third open season held since the plan was enacted in 1972. Because of recent improvements made to the overall plan, he said, an open season was enacted by law from April 1, 1992, through March 31, 1993.

"The program is better than ever, with a new supplemental feature and lower premiums," said Tower. "But, it doesn't do everything nor is it for everyone."

The plan provides a beneficiary with a monthly payment based on 55 percent of a chosen coverage amount ranging from \$300 to all of a retiree's pay. Payments are tied to military cost-of-living increases and go up accordingly. "The Survivor Benefit Plan pays the most to those who need it most, spouses who live a long time after the retiree dies," Tower said.

Premiums are deducted from the retiree's pay before taxes, reducing income for tax purposes, he said. Another point in the plan's favor is that the retiree's health doesn't play a part in eligibility or premiums. The only condition is a person who enrolls or upgrades coverage during the open season must live for two years before the election takes effect, although premiums begin immediately. (For new retirees signing up for the plan for the first time, premiums and benefits start immediately.)

A beneficiary is usually the spouse of the retiree, but under certain circumstances, a retiree can name a former spouse or minor child, said Tower. A retiree with no spouse or child may name a person who has an insurable interest; the rules, premiums and annuities under this option are somewhat different.

The Survivor Benefit Plan does not meet the need for a lump-sum payment when the retiree dies, said Tower. Plus, there is no guaranteed total payout because in the case of surviving spouses, for instance, payments are tied to how long the beneficiary lives.

If the beneficiary dies first, premiums stop, but the retiree receives no refunds on earlier payments. However, coverage can be reactivated if the retiree remarries.

The basic premium is determined by the retiree's pay and the amount of coverage desired, ranging from a minimum of \$300 to 100 percent of the retired pay. For coverage based on an amount over \$810, multiply the amount by 6.5 percent and that's the basic premium, said Tower. Lower coverages cost less than 6.5 percent.

An extra premium, ranging up to 4.5 percent, will be tacked on for those enrolling during the open season, said Tower. The longer ago the individual retired from service, the higher the extra charge. This provides equity between those who joined when they retired and the newcomers, he added.

The new supplemental feature can negate some or all of the benefit reduction at age 62, when Social Security payments kick in and Survivor Benefit Plan payments drop to 35 percent. Because the Social Security payments roughly equal the 20 percent cut, the person continues to receive about the same amount monthly, Tower said.



With the new optional coverage, the survivor could continue to receive the full 55 percent payment after reaching age 62 as well as full Social Security benefits. The additional cost depends on the retiree's age and the amount of extra coverage selected. The benefit level selected for age 62 can range from the standard 35 percent, with no supplemental payment, to 55 percent. Selections are in five percent increments.

There isn't an easy way to explain how the Survivor Benefit Plan works because each person's requirements and choices are different, Tower said. For full details, visit an installation retirement services office or personal affairs counselor. **AFIS**

Army's reshape includes soldiers' barracks

The \$190 million-a-year whole barrack renewal program is making barracks more of a home, rather than just a place where soldiers sleep.

"We want to improve the barracks," said Gen. Dennis J. Reimer, Army Vice Chief of Staff and Chairman of the Army Family Action Plan's steering committee. "This is one of our primary concerns—to improve the quality of life of single soldiers."

Over the next 15 years, soldiers' barracks will be upgraded to the "Two plus Two" standard—two separated rooms with a

shared bathroom.

"Living space will increase from 85 to 90 square feet for junior enlisted," said Maj. Wes Reynolds of the Office of the Assistant Chief of Engineers.

Also, on tap, are improvements to recreation, laundry and day rooms, parking lots and landscaping. However, renovations are not scheduled for barracks on bases earmarked for closing.

Army officials say nearly half of all soldiers live in barracks.

ARNEWS

DoD provides transition assistance

By MSgt. Linda Lee, USA

DoD faces no greater challenge than to provide a fair, workable transition program for those leaving the military over the next few years, a top personnel official told Congress recently.

Millicent Woods, deputy assistant secretary of defense for personnel support, families and education, made the assertion in a statement to the House Committee on Veterans Affairs. Today's force is all volunteers, she said. These people chose the military as a career, and DoD owes them help in transitioning, she added.

"It must be emphasized that our goal is to provide employment assistance, not job placement," said Woods. "We strive to provide tools that will make the job seeker more accessible to, and employable in, the private sector."

DoD's transition efforts include:

- The voluntary separation incentive and special separation benefit, money offered to those willing to leave the service voluntarily;

- Counseling that includes information on financial planning, education, reserve duty, medical and dental coverage, and how to look for a job;

- Publications like *Once a Veteran* and *Voluntary Separation Incentives*;

- Defense Outplacement Referral System, a mini-resume registry and referral system; and

- Transition Bulletin Board, an electronic bulletin board offering information on job fairs and job vacancies.

Scheduled for use later this year is the verification of military experience and training certificate. Woods said the document will list service members' career experiences from enlistment to separation, including all schools and jobs. Descriptions of the military jobs and schools and how they relate to civilian equivalents will be included.

DoD works closely with the Departments of Labor and Veterans Affairs as well as the Office of Personnel Management to provide job fairs and seminars, she told Congress. One of the many benefits of these meetings is civilian employers can meet with the people leaving the service. In some cases, veterans were hired on the spot, she said.

According to Woods, DoD and the states are "focusing on how we might link our automated systems to ensure full use of the Interstate Job Bank." At the same time, they can inform service members of what the state employment agencies can do, she added.

"Operation Transition," said Woods, "will continue to evolve and adapt to the changes in the employment and military environments in order to provide the best services to the real benefactors of these programs: the separating service member and spouse."

"An exceptional transitional assistance program will allow us to continue to attract high caliber personnel and offer a challenging and rewarding career."

AFIS

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FLARE

Regulation due on women's service limits

The Army will soon release its first regulation on combat related assignment restrictions for women.

Soon to be released, AR 600-13, *Army Policy for the Assignment of Female Soldiers*, consolidates portions of other regulations and policy statements "... for clarity and ease of administration," the draft regulation states.

It isn't intended to open or close existing Tables of Organization and Equipment Positions, said Lt. Col. Marcene Etchieson of the Soldier Policy Division at the Pentagon.

The new regulation simplifies the coding system for TOE units. Instead of seven codes, there are now just two: P1 for positions closed to women; and P2 for open jobs. All positions on Tables of Distribution and Allowance will be coded gender neutral, except for special cases approved by Headquarters, Department of the Army.

In AR 600-13, the Direct Combat Position Coding System classifies each duty position in the Army by the probability of direct combat.

The Army policy excludes women from assignment to specialties, positions or units assigned the routine mission of engaging in direct combat—units such as infantry, armor, cannon artillery, short-range air defense, combat engineer and combat aviation. It also excludes women from jobs and units that are routinely located with direct combat units, Etchieson said.

Unlike the Air Force and Navy, there is no law governing the assignment of women in the Army. Instead, the Army's policy for the assignment of women soldiers incorporates Department of Defense guidance and limits high-casualty risk. But it doesn't prevent women from exposure to combat or from becoming casualties, Etchieson said. **ARNEWS**